

To: Board of Management

From: Director, Finance & Computer Services

Subject: **ATTENDANCE AND REVENUE REPORT – DECEMBER 2019**

Date: 2020-01-16

SUMMARY:

This report will update the Board of Management on the guest statistics and revenue results for the period ending 2019-12-31. Included in this report is a dashboard highlighting some of the key metrics for 2019.

RECOMMENDATION:

The Director, Finance and Computer Services recommends that:

- 1. The Toronto Zoo Board of Management receive this report for information.**

BACKGROUND:

In accordance with Zoo By-law No. 2-2019, attendance and revenues are reported to the Board at each scheduled Board meeting. Budgeted monthly attendance targets are based upon rolling three-year averages by month and accumulated to the full year. The targets also reflect any shifts in the calendar for statutory holidays and the number of weekends in each month.

For your information, the preliminary results for attendance and the primary revenue categories for the full year are outlined in the tables and charts included in Schedule I (attached). Attendance and revenue numbers are subject to audit and yearend adjustments.

COMMENTS:

In 2019, the Zoo's attendance grew by 8% year-over-year which was complemented with revenue growth of 9% year-over-year in the same period. Throughout the year, the Zoo hosted many events that generated guest interest, including naming contest for baby Zebra, Doors Open, DreamDay, the Zoo's first pride celebration, animal birthdays, launching of the new Wild Encounters programming, re-opening of the Kangaroo Walkthrough, the Zoo's 45th anniversary celebration attracting 19,050 guests in one day, Brew at the Zoo, Boomobile, Boo at the Zoo and Nuit Blanche.

Zoo Members were very active in visiting the Zoo in 2019, with Member attendees of 314,804 compared to a budget of 261,672 accounting for 20% of total attendance, which is ahead of prior year by 17%. Membership revenue results of \$3.56 million were ahead of budget by 3% and grew by 6% year-over-year.

When comparing 2019 performance against budget, total revenue for the year was below budget by 11% and the total attendance result was unfavourable by 7%. During 2019, weather condition was a significant factor influencing attendance. In the winter and spring time, there were an increased incidence of Extreme Cold Weather alerts and a higher incidence of rainy/snowy days on weekends. This trend continued into the summer with heavy rainfall on several peak weekend days. The preliminary results for attendance and the primary revenue categories are outlined in the tables and charts in Schedule I.

Looking forward to 2020, the Zoo's attendance goal is 1,225,000 visitors. The program updates implemented in 2019 appealed to our audience, and we will be evaluating and updating this programming over the coming years. Some of the programming planned in 2020 to enhance our offering includes new wildlife exhibits, additional resources for guests, an increased profile over winter operations, sharing Species Survival Plans for endangered species, and exciting weekend events.

CONTACT:

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ATTACHMENTS:

Schedule I - Toronto Zoo Attendance & Revenue Dashboard – December 2019

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2019 ATTENDANCE & REVENUE DASHBOARD December 2019

	YEAR TO DATE					2018 Actual	Variance	Budget Variance %	Prior Year Variance %
	2019 Actual	%	2019 Budget	%	Variance				

ATTENDANCE

Admissions	644,896	53%	751,780	58%	(106,884)	612,296	32,600	(14%)	5%
School Groups	97,219	8%	119,126	9%	(21,907)	102,496	(5,277)	(18%)	(5%)
Members & Non-Paying Guests	468,109	39%	424,094	33%	44,015	401,027	67,082	10%	17%
TOTAL ATTENDANCE	1,210,224	100%	1,295,000	100%	(84,776)	1,115,819	94,405	(7%)	8%

REVENUE

Guest & Group Admission	\$ 13,051,468	42%	\$ 15,777,248	46%	\$ (2,725,780)	\$ 12,023,642	\$ 1,027,826	(17%)	9%
Parking	\$ 3,322,776	11%	\$ 3,576,426	10%	\$ (253,650)	\$ 3,103,685	\$ 219,091	(7%)	7%
Retail Stores	\$ 2,541,773	8%	\$ 2,849,000	8%	\$ (307,227)	\$ 2,416,192	\$ 125,581	(11%)	5%
Zoomobile	\$ 836,984	3%	\$ 988,000	3%	\$ (151,016)	\$ 610,136	\$ 226,848	(15%)	37%
Rides & Rentals	\$ 830,890	3%	\$ 694,723	2%	\$ 136,167	\$ 595,008	\$ 235,882	20%	40%
Membership	\$ 3,555,160	12%	\$ 3,447,411	10%	\$ 107,749	\$ 3,352,041	\$ 203,119	3%	6%
Food Services	\$ 6,694,982	22%	\$ 7,213,150	21%	\$ (518,168)	\$ 6,123,217	\$ 571,765	(7%)	9%
TOTAL REVENUE	\$ 30,834,033	100%	\$ 34,545,958	100%	\$ (3,711,925)	\$ 28,223,921	\$ 2,610,112	(11%)	9%

SPEND PER GUEST (SPG)									
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PAID ADMISSION REVENUE (SPG)

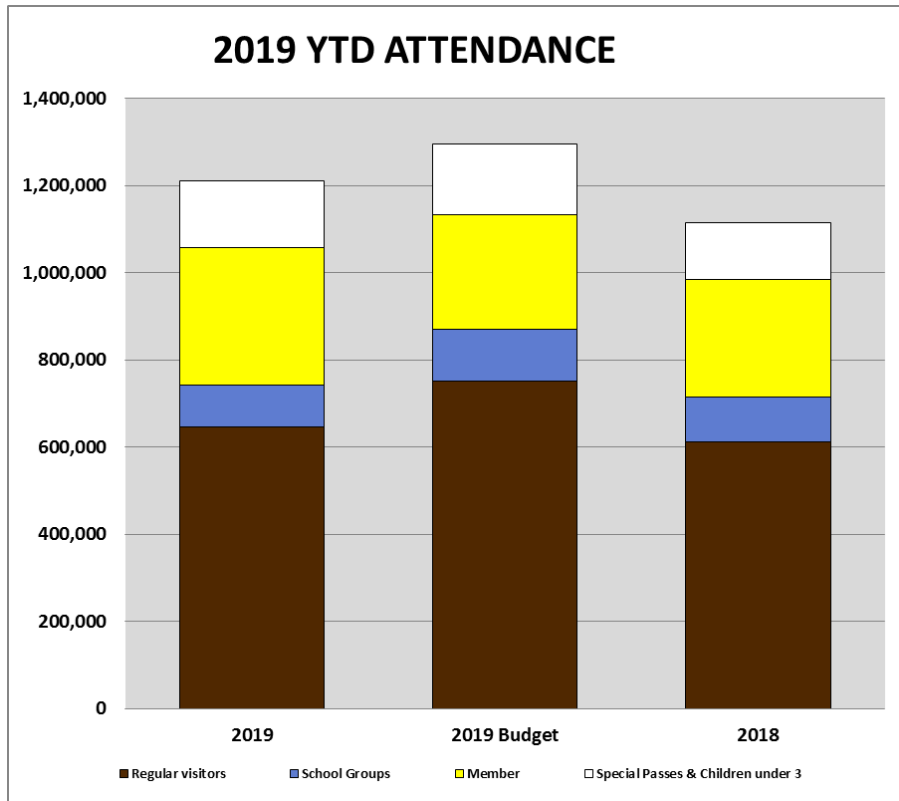
Guest & Group Admission	17.59		18.12		(0.53)	16.82	0.77	(3%)	5%
TOTAL PAID ADMISSION SPG	\$ 17.59		\$ 18.12		\$ (0.53)	\$ 16.82	\$ 0.77	(3%)	5%

ANCILLARY REVENUE (SPG)

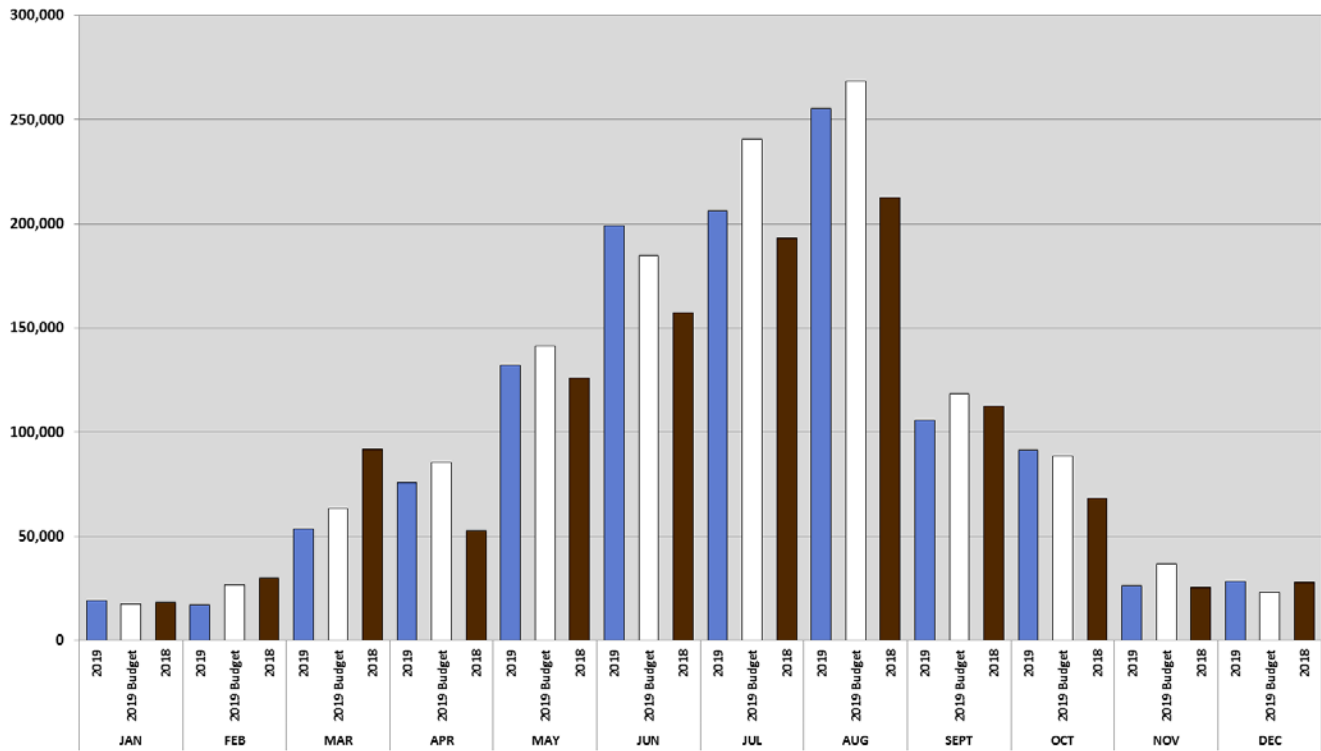
Parking	2.75		2.76		(0.01)	2.78	(0.03)	(0%)	(1%)
Retail Stores	2.10		2.20		(0.10)	2.17	(0.07)	(5%)	(3%)
Zoomobile Tour	0.69		0.76		(0.07)	0.55	0.14	(9%)	25%
Rides & Rentals	0.69		0.54		0.15	0.53	0.16	28%	30%
Food Services	5.53		5.57		(0.04)	5.49	0.04	(1%)	1%
TOTAL ANCILLARY SPG	\$ 11.76		\$ 11.83		\$ (0.07)	\$ 11.52	\$ 0.24	(1%)	2%

Note: Non-Paying Guests was reclassified in 2019 and retroactively restated for 2018 from Admissions to Membership in the Attendance section. Non-Paying Guests consist of Special Passes and Children under 3. This was done to provide more accurate revenue analysis.

Schedule I – Toronto Zoo Attendance & Revenue Dashboard – December 2019



2019 ATTENDANCE BY MONTH



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